Tokoh yang satu ini terbilang misterius. Tak banyak orang tahu siapa dan bagaimana dia membangun bisnis propertinya. Media massa pun, tampaknya juga tak banyak mempublikasikan figur dan bisnisnya. "Baru kali inilah Bapak diwawancara khusus oleh wartawan," aku Berliando L.T.Gunadirdja, public relation officer PT Panca Wiratama Sakti, tentang bosnya itu, kepada Properti Indonesia. *Padahal, Jonny Widjaja, tokoh ini, adalah sosok pemain properti yang tak bisa dipandang sebelah mata. Dialah orang nomor satu di PT Panca Wiratama Sakti (PWS), developer tunggal yang membangun Kota Tiga Raksa. Itulah kota baru di daerah Barat Daya kota Tangerang yang mengantongi izin lokasi lahan seluas 3.800 hektar.*

Di samping mengemudikan PWS yang mempunyai aset tak kurang dari Rp 92 miliar itu, Johnny juga direktur utama pada perusahaan properti PT Menara Duta dan PT Lumba-lumba Permai. Sedang pada PT Johnson & Johnson Indonesia dan PT Raptim, Johnny adalah direkturnya. Di samping itu, dia juga dikenal sebagai komisaris utama PT Tiga Raksa dan PT Sebaru Sejahtera Finance Co.

Kota Tiga Raksa yang dibangunnya lewat PWS, belakangan menjadi buah bibir banyak orang. Soalnya, Tiga Raksa merupakan salah satu calon kuat ibu kota Kabupaten Tangerang, menyusul ditingkatkannya status Kotif Tangerang menjadi kotamadya beberapa waktu yang lalu. "Tangerang adalah kabupaten paling potensial dan terkaya di Indonesia," ujar Johnny ketika menerima tim wartawan Properti Indonesia *Musfihin Dahlan, Herman Syahara, Pria Takari Utama dan fotografer Dahlan Rebo Paing di kantornya Gedung Tira, bilangan HR Rasuna Said, Kuningan, Jakarta Selatan. Dalam wawancara khusus itu, Johnny terkesan sangat berhati-hati menjawab berbagai pertanyaan.*

Mengapa PWS menyiapkan Tiga Raksa sebagai ibu kota Kabupaten Tangerang, padahal belum ada kepastian bahwa kota baru yang Anda bangun itu akan terpilih sebagai ibu kota?

PWS asal mulanya adalah suatu kerjasama dengan Pemda Tangerang. Tujuannya dalam rangka rencana pemindahan ibukota Kabupaten Tangerang dari Tangerang ke Tiga Raksa. Namun, perjanjian kerjasama itu sudah dibatalkan, karena Peraturan Pemerintahnya belum juga keluar. Sampai saat ini PP itu tetap belum keluar. Tapi diharapkan bulan Juni ini bisa keluar dan sudah mendapat persetujuan dari Mendagri, sehingga dapat dibuat naskah kerjasama yang baru. Ini merupakan proyek kerjasama yang demikian erat antara swasta dengan pemerintah.

Jadi, Mendagri tak setuju ibu kota Tangerang di Tiga Raksa?

Mendagri sebenarnya sudah lama setuju dengan pemindahan ibukota ini. Cuma, pemindahan ibukota harus mendapat persetujuan 7 kementerian.

Seandainya Tiga Raksa tak jadi terpilih?

Bila PP itu tak keluar dan pemindahan ibukota Tangerang tak jadi ke Tiga Raksa tapi ke kota lain, jelas

Kota Tiga Raksa akan sama dengan proyek real estate lainnya seperti Bumi Serpong Damai, Bintaro Jaya dan lain-lain. Namun, kemungkinan itu tak bisa juga dipastikan. Selama PP belum keluar, kemungkinan itu tetap saja ada. Tapi karakter, desain, *master plan* dan lain-lainnya jelas berubah, jika pemindahan ibukota kabupaten tak jadi ke Tiga Raksa.

Sebenarnya apa hambatannya?

Pembangunan Tiga Raksa memang mengalami beberapa hambatan. Karena dari pihak Pemda, belum ada kepastiannya. Padahal kita sudah terlanjur terjun dan pembangunan sudah dimulai. Namun perkembangan pembangunannya tersendat-sendat, karena kepastian pemindahan itu belum juga ada. Kalau memang tidak, tidak apa-apa, tapi Tiga Raksa mesti diredesain lagi.

Apakah kalau tak jadi pindah ke Tiga Raksa, akan memacetkan pembangunan kota baru itu?

Kita lihat real estate yang lain, mereka tetap jalan. Cuma, ini memang mengganggu bila mana keputusan itu ditunda-tunda terus. Sebab, kalau dibilang tidak jadi, kita

YANG PALING PENTING DALAM PROPERTI DAN REAL ESTATE INI, MESTI BISA MELIHAT PENGEMBANGAN KOTA DAN WILAYAH.

akan ubah.

Sudah berapa lama penundaan ini?

Tiga sampai empat tahun. Padahal, Pemda sendiri sebanarnya sudah harus keluar dari Tangerang, karena Tangerang sudah jadi kotamadya. Pemda kotamadya memerlukan bangunan yang sekarang masih ditempati Pemda kabupaten.

Berarti pemerintah melihat ada alternatif lain ibu kota Tangerang selain Tiga Raksa.

Sebetulnya lokasinya paling tepat di Tiga Raksa. Bukan apa-apa. Karena ini merupakan pengembangan bagian Barat Tangerang. Bagian Timur Tangerang, karena berdekatan dengan Jakarta, pembangunannya pesat sekali. BSD sendiri juga terletak di bagia Timur. Sedang bagian Barat terkebelakang.

Kalau tak jadi, desain apa yang akan diubah?

Semua lahan yang 30 hektar itu akan dibikin menjadi daerah komersial, karena letaknya tepat di jantung kota.

Sebetulnya, bagaimana sejarah terjadinya kerjasama itu?

Dulu, Tiga Raksa memiliki suatu perkebunan karet. Namanya juga perkebunan Tiga Raksa. Tanah perkebunan itu sebetulnya sudah diserahkan kembali kepada pemerintah, kira-kira 8 atau 10 tahun yang lalu. Waktu Pemda punya rencana membangun Tiga Raksa sebagai ibukota kabupeten, kami sudah mendevelop juga. Waktu itu kami diundang oleh Pemda untuk membicarakan kemungkinan kerjasama. Kami menerima tawaran itu. Tapi dengan syarat: kami harus sebagai developer tunggal. Sebab, pembangunan wilayah ini harus terpadu dan saling berkitan, sehingga tak bisa dibagi-bagi. Kalau itu real estate biasa, bisa saja dibangun banyak developer. Tapi ini tak bisa, karena ini rencananya membangun sebuah kota kabupaten yang di Indonesia terbilang amat potensial dan terkaya.

Dalam kerjasama itu, kewajiban dari Tiga Raksa sendiri apa?

Membangun infrastruktur dan menyediakan lahan untuk pembangunan kantor-kantor Pemda, serta mengikuti rencana yang sudah ditentukan Pemda.

Kontribusi Pemda?

Terutama, bila kita harus membebaskan tanah untuk keperluan Pemda, walau yang menyediakan dananya kami, tapi Pemda harus membantu pembebasan tanah. Juga Pemda harus membantu prasarana umumnya, karena itu merupakan kebutuhan untuk mereka sendiri. Jadi, kita yang menyediakan infrastruktur, tapi izin-izin yang diperlukan dan infrastruktur utama, perlu bantuan Pemda.

Berapa persen lahan yang dicadangkan untuk kebutuhan Pemda?

Antara 3 sampai 4 persen, termasuk fasilitas umum dan sosial.

Apakah penyediaan lahan untuk Pemda secara bisnis tidak menggangu?

Di samping lahan, kami juga menyediakaan sejumlah dana. Tapi dalam bentuk bangunan yang kita biayai. Untuk pembangunan gedung-gedung Pemda, diperlukan dana tak kurang Rp 35 miliar. Kesanggupan Pemda sendiri sekitar Rp 3 miliar. Jadi, kalau mereka hanya mengandalkan APBD, 10 tahun baru selesai. Untuk itu kita sekarang sudah turun tangan. Pemda sendiri sebenarnya masih punya tanah

TAPI KALAU REAL ESTATE DIBANGUN UNTUK DIJUAL, TANAH MERUPAKAN BARANG DAGANGAN. JADI TAK PERLU SELURUHNYA DIBIAYAI DENGAN MODAL SENDIRI

sekitar 80-90 hektar tanah dalam kota itu yang nanti kita harus bebaskan. Kita beli saja dari Pemda, sehingga mereka dapat memperoleh tambahan dana.

Johnny Widjaja lahir di Jakarta, 30 Maret 1934. Darah bisnisnya di bidang properti, diwarisi dari kakeknya, Wie Giok Kun. "Kakek saya sudah memulai bisnis properti sesudah Perang Dunia II," kisahnya. Tadinya, bisnis inti kakek Johnny adalah perkebunan. Tapi kemudian, Wie Giok Kun membeli rumah dan gedung-gedung di kawasan Kota, Jakarta Utara, untuk tujuan disewakan. Seluruh gedung dan pertokoan di sepajang Jl.Pintu Kecil, Kota, tadinya adalah milik sang kakek. "Tapi sekarang sudah terjual semuanya," ceritanya.

Anda sendiri memulai dari proyek apa?

Pondok Indah. Saya sendiri memulainya tahun 1970-an. Lokasi Pondok Indah sekarang, dulunya perkebunan. Lokasi perkebunan itu saya beli dari paman. Luasnya kecil, hanya 10 hektar. Waktu membeli saya sudah pikir, nantinya lokasi ini akan strategis, karena letaknya di pinggir kota. Tadinya saya punya rencana untuk membangun di situ. Tapi kemudian daerah Pondok Indah dijadikan otorita. Ternyata kemudian PT Metro Kencana yang memperoleh SK-nya. Terpaksa dijual pada mereka dengan harga murah sekitar Rp 700 per meter. Mereka cuma meninggalkan 11 ha. Di situlah saya membangun proyek real estate, di daerah Caringin.

Lalu?

Setelah daerah Pondok Indah terpaksa dijual, kita membangun Mas Naga, yang juga eks perkebunan dari paman saya seluas 220 ha. Setelah 60 persen selesai, seluruh PT-nya saya jual.

Habis itu?

Properti saya gabung dalam Menara Duta. Properti saya yang lain di Caringin tadi, pergudangan di Kapuk dan terakhir apartemen Escor yang kini lagi dibangun di samping Hotel Wisata. Bisnis inti saya tetap di Tiga Raksa dan beberapa pabrik makanan bayi.

Soal Tiga Raksa, bagaimana ceritanya?

Sejak zaman kakek saya, dia sudah memiliki tanah sebelum landreform. Waktu pemerintah mengadakan landreform, semua tanah yang tidak kita kelola sendiri diambil oleh pemerintah dan diberikan haknya kepada yang menggarap itu. Waktu itu, diputuskan untuk membuat perkebunan karet. Tanah yang kita miliki sebelumnya jauh lebih luas. Untuk perkebunan karet itu hanya 500-600 hektar. Waktu itu diberikan hak semacam HGU sekaranglah. Ternyata, kemudian tak cocok lagi untuk perkebunan dan pemerintah mau pakai untuk penampungan bekas penduduk dari Bandara Cangkareng. Beberapa perkebunan karet tadi diambilalih oleh pemerintah untuk penampungan tersebut.

Kelihatannya PWS bermain di segmen menengah ke bawah. Apakah ini upaya menyiasati persaingan di antara kota-kota baru?

Saya membangun RS/RSS tidak di kotanya, tapi di pinggir kota. Di pingggir *golf course*, dibangun rumah menengah ke atas. Di kotanya sendiri yang menengah ke bawah. Karena karyawan Pemda yang terdiri dari 5.000 orang lebih, sekitar 95 persen adalah konsumen RS dan RSS. Itu *captive market* kita, kalau jadi pindah, semua orang juga akan pindah rumahnya. Sebab itu, kita punya RSS tipe 21 di pinggir kota, tapi tak jauh dari tempat

kerjanya. Karena itu ada *master plan*-nya. Coba lihat daerah Kemang, hancur, karena tak ada *master plan*-nya. Pondok Indah bisa berhasil karena ada *master plan* dan dikerjakan satu developer.

Filosofi bisnis yang Anda pakai?

Yang paling penting dalam properti dan real estate ini, mesti bisa melihat pengembangan kota dan wilayah.

Bagaimana Anda melihat perilaku bisnis properti di Indonesia?

Sama dengan luar negeri: juga ada *up and down*. Cuma ada trend untuk semua jenis properti dan juga ada trend individual masing-masing jenis properti. Kalau *trend* keseluruhannya mengikuti *trend* perkembangan ekonomi.

Proyek-proyek properti semuanya berjangka panjang. Sementara sumber-sumber dana pembiayaannya umumnya berupa dana jangka pendek. Bagaimana menurut Anda strategi pembiayaan properti?

UNTUK PROGRAM RSS INI, SELAMA PEMERINTAH TAK TURUN TANGAN SENDIRI MENGENAI SOAL TANAH DAN BISA MENJUAL TANAH DENGAN MURAH, RSS TAK BISA JALAN. KALAU HARGA TANAH DI ATAS RP 55.000 PER METER, TAK BISA.

Ya, pincang. Namun, pada umumnya mesti dibedakan antara real estate dengan properti. Juga bedakan antara proyek properti yang dibangun untuk dijual dan untuk disewakan. Bila dibangun untuk disewakan, memang panjang waktunya. Tapi kalau real estate dibangun untuk dijual, tanah merupakan barang dagangan. Jadi tak perlu seluruhnya dibiayai dengan modal sendiri. Kalau properti untuk tujuan disewakan, saya kira tak bisa tanah dipakai dengan modal pinjaman.

Namun, untuk pencadangan tanah kan juga diperlukan juga dalam jangka panjang.

Ya. Kalau real estate dipinjam untuk beli tanah, tak ada masalah. Karena perusahaan properti tak akan sanggup membeli tanah dengan modal sendiri.

Untuk lahan 1.000 hektar misalnya, diperlukan banyak waktu baru bisa terselesaikan 5 sampai 10 tahun.

Oh, yaa.

Nah, kalau tak dilakukan pencadangan lahan kan berbahaya juga.

Tidak. Itu lain. Kalau mengambil 1.000 ha baru dibangun, jika sudah dipegang ditangan 300 ha saja, kan sudah bisa mulai dibangun. Sambil membangun terus menambah beli tanah.

Problemnya tanah kan makin naik.

Ya, itu risiko. Kalau mau beli tanah dulu semuanya baru mulai dibangun, itu ibarat orang mau makan tapi tak mau berak. Ha.. ha

Jadi, untuk real estate dengan dana jangka pendek bisa?

Bisa. Karena tanah merupakan barang dagangan. Memang yang kita bebaskan jelas tak boleh ada lubang-lubang. Itu yang bikin penyakit. Jadi kalau ada lubang-lubang di mana persis di situ ada rencana dibuat jalan, dia tak mau jual, wah setengah mati. Tapi kalau dipinggirnya mereka sudah minta harga yang terlalu tinggi, ya kita tinggal saja. Kita tak bangun. Jadi selalu dalam pembangunan ada daerah yang tak sanggup dibebaskan ya didiamkan saja. Tapi daerah utama harus kita kuasai.

Kalau begitu target pembangunan semula misal 1.000 ha kan tak tercapai.

Ya. Atau bisa juga tercapai, tapi tak persis di daerah yang direncanakan semua. Di sana dikurangi, di sini menambah. Dalam suatu pembangunan itu tak bisa dihindari.

Dari segi bisnis bagaimana. Jika rencana proyek misalnya 3.000 ternyata dalam perjalanan hanya 1.500 umpamanya. Perhitungan jangka panjang, pengembalian aset dan lain-lainnya jadi meleset dong.

Tidak. Misalnya kita belum selesai, jangan bilang 3.000 yang 1.000 belum selesai, kita sudah beli lahan 112 ha misalnya di luar kita punya kawasan. Karena di situ masih murah dan masih cocok untuk RS. Karena itu, kalau kita punya real estate ini, perbandingan rasio 1:3:6 itu, kami di Tiga Raksa malah sudah 1:3:6:40. Karena di situ tak ada lahan yang cukup luas, di mana kita bangun khusus perumahan sederhana. Karena di kotanya sendiri, tanahnya sudah tak cocok lagi harganya. Untuk membangun tipe 21 saja sudah tak masuk. Itulah sebabnya banyak developer tak sanggup membangun tipe tersebut. Kalau mau bangun juga harus pindah lokasi. Sebab, infrastrukturnya lain kok.

Jadi, untuk program RSS ini, selama pemerintah tak turun tangan sendiri mengenai soal tanah dan bisa menjual tanah dengan murah, RSS tak bisa jalan. Kalau harga tanah di atas Rp 5.000 per meter, tak bisa.

Gerak PWS dalam bisnis properti, selain menggarap real estate, juga bergerak di bidang perkantoran, pertokoan, kawasan industri dan pembukaan tanah (land clearing) *serta pematangan tanah* (land development)*. Sejak perusahaan itu didirikan tahun 1986, Johnny sudah mengomandaninya sebagai komisaris utama. Barulah sejak tahun 1993 dia menakhodai sendiri PWS dengan duduk tugas direktur utama.*

Sedang di PT Tiga Raksa sendiri, salah satu peme-gang saham PWS, Johnny telah menjadi komisaris utama sejak tahun 1965. PT Tiga Raksa tercatat di Indonesia sebagai PT tertua setelah PT Sampoerna. "Tahun 1994 ini PT Tiga Raksa berusia 75 tahun," ungkap ayah dua orang anak ini, bangga.

Sebelum bergabung dengan PT Tiga Raksa, sebelumnya pria yang punya hobi menyelam ini sempat berkiprah di luar negeri. Begitu menamatkan studinya pada Fakultas Ekonomi Universitas Gemeente, Amsterdam, Negeri Belanda, tahun 1958, Johnny bekerja sebagai direktur pada NV.Incoga, Amsterdam. Hanya dua tahun di sana, dia menyeberang ke Jerman Barat, dan menjadi direktur Asitra Gmbh & Co di Kota Aachen ■ ***MD, HS, PTU***

Foto-foto : Dahlan RP

PT JAYA REAL PROPERTY'S
BINTARO JAYA, THE GARDEN CITY

"WE DON'T BUILD HOUSES, WE BUILD HOMES."

It is a dream already 15 years in the making. When completed, it will cover 1721 hectares of land and be the home of 125,000 people. But Jakarta's new satellite city is much more than just a collection of residences. It will include its own Central Business District (CBD) and contain a hospital, a shopping center, and sports facilities. Its atmosphere will also be unique: Bintaro Jaya will be the hub of an international community supported by a cultural center and three international schools.

Artist's conception of the Bintaro Jaya CBD

The Bintaro Jaya touch : Sculpted gardens alongside a fairway

Designed around the concept of a "Garden City with an International Atmosphere", the Bintaro Jaya Satellite City project was begun in 1979. The project is controlled by PT Jaya Real Property, a company fully-owned by PT Pembangunan Jaya. Work on the satellite city began with a license to build on 100 hectares of land in the border area between the Jakarta and West Java (Tangerang) provinces.

The past 15 years of hard work and planning have born fruit, and this dream project has blossomed into a reality. The Master Plan—designed with consulting help from the internationally-recognized Design Group (Baltimore, USA)—envisions a self-contained city covering 1721 hectares. In 1993, PT Real Jaya Property received license from the government to develop the full project as laid out in the Master Plan. PT Jaya Real Property has already acquired 900 hectares of land for the project and expects no problems in acquiring the remaining land once it raises the captial to do so. Over 500 of these 900 hectares have already been developed, making the Bintaro Jaya Satellite City a living project. Almost 90% of the 7205 completed housing units are occupied, home to 35,000 people. In addition, the project already contains a small business district, a mini golf course, tennis courts, a driving range, the Plaza Bintaro Jaya shopping center, and the British International School.

But why did PT Jaya Real Property undertake such an ambitious project in the first place—why the Bintaro Jaya Satellite City? PT Jaya Real Property saw the need for the Bintaro Jaya Satellite City when it looked at other developments completed or underway in Indonesia. In the 1970's, there were satellite cities like Kebayoran Baru, an upscale living area removed from the hustle and bustle (and pollution) of Jakarta. But these areas have already been absorbed into Jakarta's growing urban area. Other projects that did not suffer this problem still had a giant shortcoming—they consisted of houses only, and forgot the other needs of the residents.

PT Jaya Real Property wanted to create the answer to these problems, and that answer is the Bintaro Jaya Satellite City. Self-contained and far from the hectic pace of central Jakarta, Bintaro

Jaya still affords easy access to the heart of the city and outlying areas. And even more importantly, the satellite city provides much more than just a place to live for a would-be buyer—in the words of Mr. Tanto Kurniawan, one of PT Jaya Real Property's directors, "in Bintaro Jaya, we don't build houses, we build homes." This is because Bintaro Jaya is the first project to fully integrate the needs of its residents into the project itself. The Bintaro Jaya Satellite City is being built to create not only a living area, but also a lifestyle. Containing parks, activity centers, infrastructural facilities, shopping areas, a business district, international schools, and a variety of housing options, Bintaro Jaya will provide its residents with a living community that will respond to all their needs.

PT Jaya Real Property has already lived up to its commitment to make Bintaro Jaya a new kind of city, a "Garden City With an International Atmosphere". Bintaro Jaya has been designed with an emphasis on natural beauty. The city's greenery beautifies the environment, reduces noise and air pollution, creates cool shady streets, and makes daily living more cheery and enjoyable. As soon as construction in an area is completed, much effort is taken to plant trees, maintain "green zones", and create gardens and parks for the residents to enjoy. A several-hectare park is also planned, along with a lake that will complement the several rivers already running through Bintaro Jaya.

PT Jaya Real Property also envisions that this green satellite city will be home to a bustling international community. The groundwork for this is already well underway. Last month, Prince Edward of the British royal family came to Bintaro Jaya to inaugurate the new British International School. A Japanese International School and an Indonesian International School are also planned. The Indonesian International School, which will feature the standard Indonesian curriculum supplemented with international-level course-work in foreign languages, the sciences, and the arts, will be the country's first. No other development project can boast of being home to not one but three international schools. PT Jaya Real Property gives other concrete support to its growing international community. For example, it will build townhouses near the international schools to provide housing for families and teachers. In addition, Bintaro Jaya's cultural and activity centers will allow the city's rich diversity of cultures to become an integral part of community life.

An essential ingredient to any recipe of success for such a large-scale development is infrastructure. Residents of Bintaro Jaya enjoy the ben-

Cikini Bintaro Jaya: Every corner is filled with greenery.

efits of waste disposal, 24-hour security, a centralized water system, and telecommunications services all provided and monitored by PT Jaya Real Property's Estate Management Division. For example, every home and office is connected to the centrally- operated artesian well and resevoir system. Such a system ensures every residence's water meets the same high standards of cleanliness. Bintaro Jaya also has its own composting center. This center converts the city's organic refuse into a rich fertilizer for use in the surrounding area—one more way Bintaro Jaya acts as a green city. In addition to these services, Bintaro Jaya also has an automated telephone network that provides phone service to every home and business. The capacity of this network will guarantee that "telecommunications gridlock" will be something the people in Bintaro Jaya will never have to fear.

Other types of gridlock are much harder to overcome, however: as with any project of this size, traffic is the most critical and difficult problem to solve. Though the road system within Bintaro Jaya itself is excellent, sometimes traffic jams are a frustrating part of life when commuting to places outside of the satellite city. For those who will work in the future Central Business District in the center of Bintaro Jaya, the office will only be minutes away. Other would-be-buyers who are not so lucky, however, could definitely be frigh-tened off by the prospect of a long commute. Because of this, PT Jaya Real Property realized it was of crucial importance that all the advantages of living in the Bintaro Jaya Satellite City not be compromised by the traffic problem. A challenge of this magnitude calls for an even greater amount of determination on the part of the developer. Luckily, determination is one thing PT Jaya Real Property has exhibited since its inception. Its answer to the traffic situation: a Rp. 200 billion, 13 km toll road connecting Bintaro Jaya to Jakarta's Outer Ring Road. Construction will begin in June of this year, with a completion date of mid-1996. When finished, the toll road will turn a patience-testing commute into a fast and pleasant trip, with Tangerang and the key areas of Jakarta only minutes away.

A centerpiece of the project is the Central Business District, to be built in the very heart of Bintaro Jaya. PT Jaya Real Property believes this area will become a new center for offices, condominiums, and shops. Four large firms have already committed to mo-ving their headquarters to the CBD, and many more are expected to follow their lead. Why is PT Jaya Real Property so optimistic about the future of the CBD? One reason is location—once the toll road is completed,

Plaza Bintaro Jaya, the retail center of the Satellite City

one can travel from Pondok Indah to Bintaro Jaya in only seven minutes. With Jakarta Selatan (South Jakarta) a rapidly developing business area, the CBD is optimally placed to serve the needs of the Jakarta area. A further reason is price. Bintaro Jaya provides state-of-the-art infrastructural facilities and an energetic business environment with land prices that are only about a quarter of those in the Kebayoran business area in South Jakarta.

PT Jaya Real Property's comparison of the future CBD with the Sudirman-Thamrin area is no accident. In fact, it has named this area of Bintaro Jaya "Menteng" after the Menteng area in Central Jakarta. With its historic reputation of being the home of the educated and business-savy in the 1950's and '60's, the area became a thriving business corridor and neigh borhoeds of luxury homes and specialty shops. PT Jaya Real Property chose to name the area around the CBD "Menteng" because it has all the necessary elements needed to repeat the successes of the original: a prime business area, upscale housing and shops close by, a strong infrastructural system, and a vibrant local community. And like the Menteng area in Jakarta, people will be able to enjoy the luxury of having the office just a short walk or drive away.

The campus of the B.I.S.

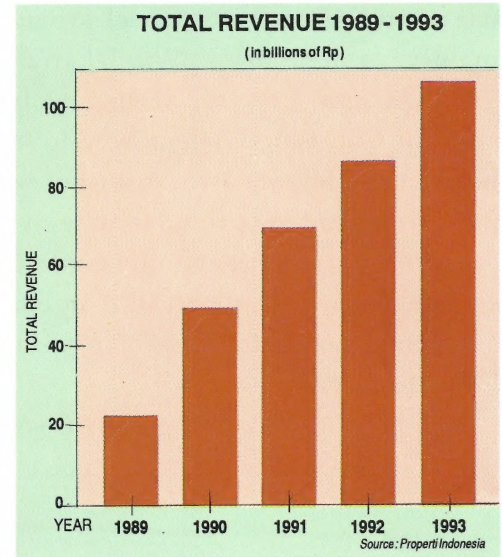
Prince Edward headed the B.I.S. opening ceremonies.

PT Jaya Real Property provides the latest in comfort and quality for its residential units. Buyers have 20 different kinds of house plans to chose from, and each of these can be further tailored to fit any taste. Houses vary in size from 36 m² to 250 m², standing on anywhere from 90 m² to 360 m² of land. The houses are designed with the tropical climate in mind, and the designs are reviewed and updated every year. This review process helps create a festive atmosphere: new housing designs are released each April, the beginning of the "Bintaro Spring". The price range of houses runs from Rp. 40 million to Rp. 300 million, and over 60% of the buyers take advantage of housing loans (sponsored by PT Jaya Real Property and available from 15 different banks) that make purchasing one's dream home an affordable reality.

PT Jaya Real Property estimates that the current asset value of the Bintaro Jaya project is over Rp. 1.5 trillion. The growth of PT Jaya Real Property total revenue in the last five years has averaged between 30-35% each year, (including during the government's tight money policy in 1990/1991) profit increased from Rp 6,4 billion in 1989 to Rp 48,02 billion in 1993 (see figure). To date, the company has financed the project through a combination of PT Jaya Real Property's initial capital investment, bank loans, and income

The Bintaro Jaya Sports Center includes a club house, driving range, and swimming pool.

through housing and land sales.

The Bintaro Jaya Satellite City is now entering a more capital-intensive stage, with work beginning on the toll road followed by development of the Central Business District. Because of the great benefits the project would reap from an influx of new capital, coupled with the appeal PT Jaya Real Property has for prospective investors, PT Jaya Real Property has decided to go public. The company will produce a stock offering in May, 1994; 35,000,000 shares (about 15% of the company's total) will be offered to the public, providing PT Jaya Real Property with approximately Rp. 250 billion of essentially in-terest-free capital. These funds will allow the company to proceed with the Bintaro Jaya project at a more rapid pace and with lower costs, benefits that shareholders will certainly profit by.

In 1992 the firm changed its name from PT Bintaro Jaya to PT Jaya Real Property. This name change reflects the long-term goals of the company, for PT Jaya Real Property has more on the drawing board than the Bintaro Jaya Satellite City. The company is currently planning the development of two other satellite cities. Both will be approximately the same size as the current Bintaro Jaya project (about 1700 hectares) and follow PT Jaya Real Property's vision of a garden city.

There are satellite city projects by other firms in Indonesia, but none can compete with PT Jaya Real Property when it comes to the firm's forte—garden cities, places that combine a modern lifestyle with the beauty of nature. PT Jaya Real Property has already won six Green Development Awards for the Bintaro Jaya project. One can certainly see that both Bintaro Jaya's long-

standing motto "Hidup Nyaman di Alam Segar" (Comfortable Living in the Freshness of Nature"), and its new motto, "The Garden City With an International Atmosphere", are quite fitting indeed.

In addition to its unique concept of the garden city, PT Jaya Real Property has a number of other strengths. Backed by 15 years in the property development business, PT Jaya Real Property has a long history of creating quality projects. The management team of PT Jaya Real Property also possesses a very strong record of experience and success. Directors Ciputra, Hiskak Secakusuma, Tanto Kurniawan, Edmund Sutisna, Daryanto Mangoenpratolo, and Leonard Kusen have each been with the company for at least a decade and a half, having worked their way up through the ranks. They are true representatives of the "Jaya People", a family that includes all 900 employees of PT Jaya Real Property and the 30,000 individuals who work with the parent company, PT Pembangunan Jaya. When asked why he has dedicated so much time and energy to PT Jaya Real Property, Mr. Daryanto unhesitatingly referred to the motto of all "Jaya People": "to strive for the best". With such people heading the company, it is little wonder that PT Jaya Real Property considers its people the firm's most important resource.

(Right to left)
- **Drs. Tanto Kurniawan** (Director)
- **Ir.Hiskak Secakusuma, MM** (Vice -President)
- **Ir. H. Daryanto Mangoenpratolo** (Director)
- **Ir. E.Sutisna, MBA** (Director)

Bintaro Jaya has many very attractive marketing features. Strategically located, soon to be connected by toll road to the heart of Jabotabek's business and residential centers, and possessing a beautiful and unspoiled environment, this satellite city has everything necessary to become a blossoming international community. But, ac-

The River Park. luxury estates located in a natural setting.

cording to Mr. Tanto Kurniawan, the company's greatest marketing strength is its focus on customer satisfaction. In 1984, PT Jaya Real Property set up an after-sales service for Bintaro Jaya—housing maintenance is free for the first year, and the customer can speak directly to a company representative if questions or problems ever arise. Thus, people know that PT Jaya Real Property not only helps them find the right home, the company also stands behind them after they purchase it. All of these qualities make PT Jaya Real Property a wise investment—anyone can sell houses, but only one firm can also sell PT Jaya Real Property's well-earned reputation.

Estate Management: Maintained the garden green

Mr. Daryanto also emphasized PT Jaya Real Property's ability to weather times of economic hardship. He sites 1990 as an example: in Indonesia at that time, a governmental "tight money policy" affected almost all sectors of the market. In spite of this, and in contrast to most other firms, PT Jaya Real Property actually saw a strengthening of its financial situation during this period. The key to maintaining such a solid financial position is diligent and continuous evaluation and planning. PT Jaya Real Property operates with the guidance of a 5-year strategic plan. In addition, since 1980 the company has conducted intensive annual evaluations. These monitor current projects, address shortcomings that must be overcome, and identify possible future difficulties. But, as Mr. Tanto Kurniawan pointed out, just as important as preparing for possible danger is being poised to take swift advantage of opportunities. With strong and insightful management, PT Jaya Real Property will continue to anticipate coming changes and respond with decisiveness. pond with decisiveness.

New Houses being built in Sector IX.

Both Mr. Daryanto and Mr. Kurniawan agree that the years ahead will bring even more challenges and opportunities than PT Jaya Real Property has encountered to date. Better technology, new land usage techniques, changes in the legal code, economic developments, and an increasingly affluent society will bring many new developments to the property market in Indonesia. Not one to be taken by surprise, PT Jaya Real Property is already anticipating these changes. Because of such far-sighted planning, the company sees these coming challenges not as an unpredictable danger but rather as an opportunity to produce even more advanced and people-responsive projects. Indeed, the Bintaro Jaya Garden City is already the new standard by which large-scale developments of the future will be judged ■

ADVERTORIAL

More Property Businesses Go Public

The financial market is increasingly becoming the answer for property businesses in search of a source of funds. There are currently already 15 companies in the property sector (including hotel companies) that have entered the stock exchange. In addition to these, no less than 10 additional property companies have announced that they will also go public in the near future. But why have these firms chosen to sell shares in the stock market? The key factor for property companies is that funds obtained from the stock exchange can be used for the long-term because the money, unlike that from other funding sources (e.g. bank loans), becomes company equity and does not need to be paid back. Because property development projects are generally long-term themselves, the stock market is a particularly well-suited source of funding.

But what is Bapepam's (the Jakarta stock exchange regulatory agency) position on property stock-issuers and how does it feel about the prospects of this sector of the market? In addition, are there any plans to develop a secondary market for mortgage back securities? To find the answers to these questions, Bineratno and Pria Takari Utama from *Properti Indonesia* talked with Bapepam director Bacelius Ruru. Following are excerpts:

What type of controls does Bapepam exert on property companies that enter the financial market?

The main regulations that property company issuers must follow are the same as those for other types of firms. When a company announces its Listing Intention to Bapepam, it must submit audited financial reports, a legal opinion, a financial appraisal report, and other items. After the company becomes listed in the stock exchange, it must provide continuing disclosures such as semi-annual financial reports and other information that is important or relevant.

Are there specific accountancy standards real estate companies must meet?

Yes. Not long ago, Bapepam released a memorandum, Memorandum Number: SE-02/PM/1994, concerning financial disclosure statements for real estate companies, especially focusing on those companies that have or plan to go public. Up until now, the standards for financial disclosures by real estate firms were not regulated by the Indonesian Accountancy Principles guidelines. This resulted in confusion about the meaning of a given financial statement and a general lack of uniformity. In this memorandum, Bapepam refers all companies to Statement No.66 of the USA Financial Accounting Standards (FAS). It has already been applied in the framework of assuring uniformity within the property business.

What is the aim of this memorandum?

It is hoped there will be uniformity in financial dealings. For example, no longer will Company A announce that it demands a 10% downpayment on propery while Company B asks for 20% [(a system that muddies the issue of actual earnings and cash flow when comparing the two companies)]. With these standardized criteria, statements about a firm's financial condition will be much easier to evaluate.

What are the strengths of property stocks?

According to policy, Bapepam may not give an opinion on such a matter. On the front of every prospectus, it always states that Bapepam does not give any sort of recommendation or guarantee concerning the stock. Let the investor judge.

Eventually, property companies will be more active

DAHLAN REBO PAHING

MR. RURU, DIRECTOR OF BAPEPAM
LET THE INVESTOR JUDGE

in the stock exchange. Property players apparently increasingly need it as a long-term funding instrument. Do you have any comments on this?

I agree the necessity for long-term funds is the real reason (for this trend). A large portion of companies work with the principle of leverage. That is, they borrow money from the bank to conduct their business activities. There may, however, be a mismatch between their long-term obligations and their short-term funds. This is a cause of inefficiency. Efforts to overcome this problem involve releasing stocks or carrying out an IPO (initial public offering) until the funds that are obtained from the sale are enough to cover the debt. Thus, the company's long-term obligations are backed-up by long-term funds. In the end, this will allow financial prosperity to rise and, furthermore, will help the nation through an increase in tax revenue. I think it is natural if many property companies go public to obtain capital. The government, in fact, encourages it.

The timings of public offerings by property companies are quite close to one another. An anonymous source has presented the opinion that this will weaken the offerings, resulting in lower-than-expected success...

Yes, I agree there are a few issuers whose offerings are timed almost together. If there are, for example, three companies who wish to go public, it is the duty of their under writers to see that the dates of the offerings are not too close to each other. This is because if it was Bapepam that said no to one issuer's date, for example, it would not be fair because all of the companies deserve the same opportunity.

What are the prospects of new issuers from the property sector?

I think that they will continue to make use of the financial market. As you well know, though, this will depend on the judgment of the concerned firms. From current signs, it appears there will be more and more (firms that will go public).

What if they wish to have a right issue?

In a Right Issue (RI), the new stock to be sold must first be offered to shareholders who already hold stock. If they are not interested, then the stocks can be sold to another party. This is not just common practice, but a Bapepam regulation. Basically, such a share offering is limited in its main objectives. One reason is that the company would like to increase its capital equity. Secondly, the firm may wish to stimulate interest in the company and its stock. Because in an RI (which is almost always conducted when the company's performance is strong) the number of available shares increase, the amount of share turnover will also increase.

Another issue in the property business is that of a secondary market for mortgage back securities. To what extent has Bapepam anticipated this matter?

As far as mortgage back securities go, what still needs to be done is to strengthen the financial instruments that insure the securitization of permanent assets. We must carefully research how this should be connected to possible implementation plans, the existing legal foundation, and the commerce system. However, for other secondary markets such as stocks, things are already running well, with the exception of bonds. Bapepam is still in the process of creating a bond market. The foundation for this will be a credit rating system, which will also enliven the secondary market as a whole.

What is the biggest obstacle in keeping a secondary mortgage market from becoming a reality?

We can't just talk about the financial market, we also have to address land rights and similar laws that are outside the regulations of the financial market. Bapepam has not yet prepared rules and regulations for every asset that may be included in mortgage back securities. Though it may take a while, these problems can be handled, and when the system can be implemented, Bapepam will do just that.

DAHLAN REBO PAHING

TRADING UNDERWAY AT THE JAKARTA SHOCK EXCHANGE

PT CIPUTRA DEVELOPMENT

New to The Stock Exchange, But Already Familiar With Success

AT Ciputra Development (CD) has entered the stock market to raise capital for its planned expansion. The first day CD's stock was listed, there was great interest on the market floor. Now that it has gone public, many will closely be watching Ciputra's family of companies to see if its performance lives up to its strong prospects.

Why did Ciputra Development wait until now to go public? This question springs to mind for a number of reasons. For one, the name of Ciputra, a pioneer in Indonesia's property development business, is a trademark name that will definitely evoke a good response from the stock exchange. Furthermore, if CD had entered the market earlier, such as during the economic boom of 1989, the public would most likely have been very eager to invest.

In answer to this question, Harun Harjadi, executive director of CD and Ciputra's son-in-law, cited straight-forward business logic. Three or four years ago, he explained, CD did not have any large projects that required large amounts of outside capital. Recently, however, the firm has become involved in a number of large-scale projects. The funds needed for these could either come from a stock offering or bank loans, and CD chose a stock offering. As simple as it may be, Harun Harjadi told Properti Indonesia, this was good enough reason to dictate the timing of CD's going public.

Ciputra Development formerly went under the name Ciputra Habitate I. In 1991, with the launching of its 455 hectares housing project Citra Garden, the company adopted its present name. Since then, CD has been involved with a number of large-scale projects. There is CitraLand Grogol, CitraLand City Surabaya (over 1000 ha), the Citra Garden city, Grand City Tangerang (1000 ha), CitraLand Semarang shopping center, and the CitraLand Golden Triangle superblock (13.5 ha) in Central Jakarta.

These expansion projects have been quite expensive, and it was these costs that inspired CD to go public at the end of February 1994. The company had an offering of 50 million shares, and it is the eleventh property company to be listed in the Jakarta Stock Exchange. Said Harun Harjadi, "The funds resulting from going public will allow us to strengthen our financial position, finance projects, and pay off short-term loans."

Harun Harjadi also shared details of where the newly-raised Rp. 260 billion would be directed. Twenty percent of the funds will be used to pay off short-term debts; 80% will be used as working capital: to finance projects by CD's subsidiaries, to purchase land, and to build infrastructural facilities. The largest allocation of publicly-acquired funds, 35%, will be used for PT CitraLand's City Surabaya. An additional 25% will be pumped into the Garden City expansion project. 10% of the capital will be used by six sub sidiaries who are jointly developing the Golden Triangle, and 10% to another three who are building Citra Garden.

According to stock exchange observer Linus Adisurya, if one looks at the debt-equity ratio of Ciputra Development, one would conclude the company has been in a weak financial position. Thus, the selling of company shares is needed to improve the firm's economic standing. With its newly acquired capital, Linus Adisurya continued, CD will be in a stong position compared to its competitors.

How did CD stock performed in the secondary market in its first days? Stock exchange observers had confidence that the stock would perform well, and they were proved correct. Although it faced stiff competition from PT Putra Surya Perkasa's issuing of 90 million shares of its

TATAN RUSTANDI

CIPUTRA
THE TRADEMARK CD STOCK

ISTIMEWA

CITRALAND CITY SURABAYA
PROJECT WELL FOR FINANCED BY PUBLIC MONEY

own, CD out-performed its competitor in both amount of transactions and capital gain. In its first day of trading, CD shares posted a capital gain of 12 points or 5.8%, with share price closing at Rp. 5500 after opening at Rp. 5200.

According to Lucia Gunawan, a stock exchange analyst from Sigma Research, Inc., Ciputra Development's success in the stock exchange is related to its strong business performance and to the company's reputation. In addition, the company has a favorable P/E ratio of 12.3, and the name of Ciputra is a powerful psychological factor. "Ciputra is a brand name," explained Pentasena Arthasentosa's analyst Sri Widodo to *Properti Indonesia*. Taking full advantage of the power of his name, Ciputra, flanked by Harun Harjudi, made an appearance at the Jakarta Stock Exchange on the first day of trading for CD. He greeted all of the brokers and toured the facilities, his excitement and confidence evident to all.

BUMN

Marching into The New Ventures In The Property Business

The strong lure of huge-profit projections in the property business has drawn even BUMNs (Badan Usaha Milik Negara or State-owned Enterprises) to step in to property business ventures. Since approximately 5 years ago, five BUMNs (PT Pembangunan Perumahan, PT Wijaya Karya, PT Waskita Karya, PT Adhi Karya and PT Hutama Karya) under the Department of Civil Works have aggressively fought their way into this business sector. Mr. Lukman Purnomosidi, Property and Realty Manager of PT Wijaya Karya (PT Wika), explaned to Properti Indonesia that there were 3 main reason that they were attracted to the property market : (1) the ease of shifting from civil engineering works to housing development, especially with more than 10 years of experiences from their public works, (2) the well-known chance of grabbing a profit in Indonesia's newly-born property business, and (3) the ebility to use this opportunity to diversify their business activities. In a relatively short time, the Property & Realty Division of PT Wika has become responsible for more than 30% of the holding company's gross annual income . Specifically, in 1994 they expect a turn-over of nearly Rp 134 billions.This figure is based on a 25% annual rise in yearly turnover a rate seen the last 4 years running.

Actually, PT Wika has eyed its chance in the property business since 1977. According to Mr. SE Anto, Technical Manger of its Property & Realty Division, in 1977 the firm bought ready-to-build tract of lands from PT Perumnas as an invesment. 9 years later, PT Wika's newly opened its Sarana Papan Division began to build 1,600 houseing units in Depok, 900 in Bandung, and 300 in Bekasi for low to middle-income consumers. PT Wika later developed similar projects in Cipinang (1,200 units) and Taman Bandar Wijaya (a Rp. 250 billions 100 hectares housing-settlement project). Success followed success and the company began to think big. Since 1989, PT Wika has focused its their work in building houses for the middle to upper class market, beginning with its success in the 12 hectare Persada Kemala project in the Kali Malang area. In order to widen its scope of works, PT Wika created the Property & Realty Division to take-over its Sarana Papan Division's activities. With this new division, PT Wika gave a clear signal that it wanted to fully venture into the property business. The firm built a Rp. 120 billion Persada Golf Garden Project on 12 hectares land at Jati Bening (Bekasi), followed by the Bandung Hill Side Project. PT Wika is now working on its Bali View Project, which is nearing completion and has entered the marketing stage.

With a different approach, another BUMN, PT Pembangunan Perumahan, began its property ventures in 1991 by erecting the 8-story PP Plaza office building in the Pasar Rebo area south of Jakarta. This 3 hectar, Rp. 20 billion project, includer the company's new headquaters. Their old HQ on Jalan Thamrin has been renovated and is now the Permata Plaza Project, a joint venture conducted with Mitsui (30% owner) and Taisei (30% owner).This office building project, located in the prime area of Jakarta's main business district, is expected to be another property jackpot for PT Pembangunan Perumahan.

In addition to office building projects, PT Pembangunan Perumahan has also developed housing settlements.1991, the company built housing settlements

for the employees of Perum Otorita Jatiluhur in Bandung and Purwakarta; these settlements were a great success. Following this,the firm went on to develope the 13 hectare, Rp. 25 billion Permata Puri project near Cibubur consisting of 450 luxurious housing units. Prices of these houses range from Rp. 53 million to Rp. 269 million each. This project was also a success story, enconraging PT Pembangunan Perumahan to proceed with an additional exclusive housing settlement in Puri Lagoon, also in the Cibubur area.

PT Adhi Karya began its aggressive entry in to the property business in 1990. Within a very short time, the company developed several housing settlements : Villa Kedoya (in the Kedua area), Century Garden I (170 units of type T-27/54, T-70/200 and 90/200 houses), and Century II. In East Bekasi, the firm developed 200 house units consisting of type T-54/200, T-70/200 and T-90/200 houses. Outside Jakarta, they built 305 houses for the Beringin Indah Complex in Ngalikan (West Semarang). PT Adhi Karya has also developed several office buildings in Padang (West Sumatera), Ujung Pandang (South Sulawesi) and Jakarta.

PT Wijaya Karya first stepped in the property business in 1989 by building 150 housing units in Madiun, 800 units in Malang, and 700 in Jogyakarta. This BUMN is famous for its monumental contruction works: the well-known Ampera Bridge across the Musi River in Palembang, the Rantau Beringin Bridge in Riau, the Rajamandala Bridge in Bandung, and the Sukarno-Hatta International Airport in Jakarta. In recent years, the firm has also built the Niaga Tower Building (Jl. Thamrin), the Shangri-La Hotel, Puri Bank Exim, the Arya Duta Hotel, the Sahid Jaya Hotel, the Kartika Chandra Building, the Kosgoro Building, the Arthaloka Building and the Taspen Building. Outside Jakarta, PT Wijaya Karya's projects have included the Danau Toba Hotel (Medan), the Ambarukmo Palace Hotel (Jogyakarta), and the Kawanua City Hotel (Manado). Beside this impressive list of accomplishments, the company also has taken part in the construction of the Krakatau Steel factory complex in Cilegon and, the Indarung Cement factory complex in Padang (West Sumatera).

PT Hutama Karya, another BUMN, has taken part in of developing a 800 hectares mega project the Mandiri Griyo Rejo City outside of Gresik (East Java) this huge undertaking is being carried out with PT Adhi Karya, PT Waskita Karya, and Perumnas. PT Hutama Karya has not yet developed any single-unit housing settlements or office buildings. The firm is how ever currenthy preparing sites for future project for example, the company has allocated 10 hectares of land in Cilegon and 5 hectares in East Bekasi.

TATAN RUSTANDI

LUKMAN PURNOMOSIDI
BALI VIEW ONE OF THE PRESTSIONS PROJECTS OF WIKA

Concerning the crucial issue of financing their projects, both PT Pembangunan Jaya and PT Wika did not find many difficulties. Pembangunan Jaya obtained most of its capital by selling bonds, while Wijaya Karya received financing from both, bank loan and bonds. Other BUMNs did not provide Properti Indonesia with funding source data.

Property development, with an almost magical spell, has lured more and more new comers to this highly-specialized business venture. With the BUMNs now active in this business, competion will surely be even more fierce than ever before ....

DutaAnggada Realty

Growing Through Bonds

PT Duta Anggada Realty, a well-known company in Indonesia's property business world, surely has a "Midas touch" when it comes to utilizing capital it has obtained from the public. Since it went public in 1990, PT Duta Anggada Realty (DAR) has achieved spectacular annual gains in net-profit: Rp. 9 billion in1990, Rp. 19,5 billion in 1991, and Rp. 36 billion in 1992. Company assets have also shown an almost 30% annual increase : Rp. 240 billion in 1990, .Rp. 350 billion in 1991, Rp. 400 billion in 1992.. Dividend from its shares has also risen from Rp. 50 (1990) to Rp. 100 (1991) per share. In March 1994, DAR's stock price was listed in the Jakarta Stock Exchange as Rp. 6,000 per share and in the Surabaya Stock Exchange at Rp. 5,500. At the price, DAR has a P/E ratio of 50%, the highest among all listed companies in both stock exchanges.

How much capital has DAR obtained from the stock market? In 1990, DAR sold 10 million shares (out-of its total of 66 million) at a price of Rp. 7,500 each. Following this, in 1992 the firm sold 132 million shares again at at Rp 7.500 per share. Finnally in September 1993, the company sold an additional 33 million shares at Rp. 4,500 per share. Through those sales (36% of the company's total shares, with the other 64% owned by the Angkusubroto family). DAR has been able to collect almost Rp. 225 billion from the stock exchange.

But PT Duta Anggada Realty still need a fresh infusion of capital to proceed with its gigantic projects slated to be completed in the near future. Among them are the Bapindo Centre (which will need a further Rp 200 billion before completion), Jatinegara Plaza an additional (Rp. 25 billions) and the first phase of the Hayam Wuruk Plaza (no figures available). Further projects which are still in planning phase are the 40,000 sqm shopping mall in Ngurah Rai (Bali), a 200,000 sqm to 300,000 sqm expansion of the 70,000 sqm Gajah Mada Galeria (Jakarta) ,and an office building in Karet Tengsin (Jakarta).To get financing from bank loans is out of

question, since the interest rate is to high and too much red tape must be endured. The solution to the company's financial problems came from Mr. Hartadi Angkosubroto, CEO of PT Duta Anggada Realty : selling bonds in the stock market.

According to Mr. Hartadi, his company intend to offer the 5 year period bonds worth a total of Rp. 100 billion to Rp. 150 billion with an interest rate of between 12.75% to 13.75% annually. (Until now, the largest bond offering has been Rp. 100 billions from PT Modernland in December 1993.) Mr. Hartadi said that the offering is strengthened by data showing a solid 50% debt- equity ratio in his company. Even if one goes by the 25% DER anticipated to be the market listing, Duta Anggada Re-

DAHLAN REBO PAHING

HARTADI ANGKOSUBROTO
GOING TO GET Rp 100 BILLION THROUGH CONVERTIBLE BONDS

alty is still a very healthy entreprise. Furthermore, according to Mr. Hartadi, the completion of some of the projects in 1995 will raise its gross income almost three folds. From its 100,000 sqm of office spaces in Bapindo Centre, even conservative estimates show DAR could receive over US$ 15 million gross income annually. This target could easily be achieved, since Bapindo has already contract ed out 45% of the total office space in its Tower One. Occupancy rates of some of DAR's already operating buildings are also high. For example, the 180 units Kemang Club Villas (at a monthly lease rate of US$ 2.000 per unit) has boasted a 100% occupancy rate since its opening in 1986. The famous Chase Plaza with its median rate of US$ 16 psqm, shows a 90% occupancy rate. Even the nearly completion Jatinegara Plaza already has a 60% occupancy rate of its anchor tenants. For its future projects, DAR will balance its investment and development approach. Mr. Hartadi said he was confident that the public would invest their money in the Duta Anggada Realty business by buying its bonds is a wise way to save one's hard-earned rupiah. ....

PT Putra Surya Perkasa Goes Public

Interest Runs High, But was the Timing off?

The excitment at the Surabaya Stock Exchange in February 1994 was enhanced by the public expose of PT Putra Surya Perkasa's intention to offer 90 million of shares of stock(28,57% of its total shares) to the floor with initial price offering (IPO) at Rp. 3,450 per share. During the four days of the stock's expose, oversubscribe was recorded at 3 folds. This warm welcome by local and foreign investors alike is a sure sign of the public's strong belief in a company's future.

PT Putra Surya Perkasa (PSP) was established in 1981 by Trijono Gondokusumo, the youngest son of tycoon Suhargo Gondokusumo, own of the Dharmala Group. Starting with only Rp. 100 million of capital and a total equity of Rp. 200 million, Trijono Gondokusumo began to build his entreprise by developing small scale property projects. Among them were small-scale office spaces scattered around Jakarta at jalan AR Fachrudin, Batuceper, Cikini, Cipulir, Cipete and in Kebayoran Centre. Following his success in these shophouse ventures , Trijono began to develop housing settlements. He constructed Taman Surya on jalan Daan Mogot and Taman Gandaria, on jalan Taman Gandaria. Again he reaped strong financial rewards. Emboldened, Trijono decided to try his luck on much bigger project, Taman Surya II and Taman Surya III., followed by (apartments and town houses) Pondok Club Vila I and Pondok Club Vila II in Southern Jakarta. At the same time, he began building his first prestigious project : the 21 story Wisma Bank Dharmala on jalan Sudirman, Jakarta. As expected, PSP soon grew to be a large entreprise , with four divisions under the umbrela of PT Putra Surya Perkasa Inti

TATAN RUSTANDI

HENRY WIDJAYA, VICE PRESIDENT PSP
OBTAIN Rp 294 BILLION

DAHLAN REBO PAHING

PSP WENT TO GOLDEL TRIANGLE
WITH WISMA BANK DHARMALA

Utama . This enterprise spread its reach to four business areas. Due to those many successes PSP itself boasted a total equity capital of Rp. 1 billion in 1992.

PSP has not had a particularly a spectacular growth rate: total assets went from Rp. 615.25 billion in 1990 to Rp. 683.74 billions in utilizing 1993 with fluctuating annual sales. Its officially recorded annual net profits also showed fluctuation, with a nadir of Rp. 7.15 billion 1990 and a zenith of Rp. 17.75 billion in 1991; net profits for the year 1993 are said to be around Rp. 20.21 billion. In 1994, the company predicts a net profit of Rp. 70.191 billion, a staggering increase over 250% from a theyear before. This possible because, as Mr. Henry Wijaya - the Vice President of PSP - said, some projects will be fully operational and begin begin bringing in revenue. Company liquidity, according to record, is quite a good. Acid test ratio ("quick ratio") of 1,34 shows that this company is in good financial condition.Its current liablities stands at Rp. 250,429 billions, while its cash plus receivables are at Rp. 485,446 billion .

Backed by the reputation its financial performance, PT Putra Surya Perkasa believes that it can obtainat least Rp. 294 billions in public capital. Off this, PSP plans use 69.51% to finance further projects, 28.64% to pay its current liabilities and 1.85% to pay for a piece of land in the prime area of jalan Brawijaya (Kebayoran Baru).

According to some analysts, the time chosen by PSP to list its shares on the Surabaya Stock Exchange (March 28, 1994) was not the right moment, becouse the market was not "bullish". This negatively impacted to the price taken by the floor at the first day went to the regullar market. But the situation may change for the better as shown by the oversubscriptions by posted at closing of time in the evening of March 28, 1994. That means higher price for PSP shares may be just around the corner.

Minister Akbar Tandjung Proposed To Extend The Land-Used For Expats To Buy Home

Private developers will continue to make large strides in the construction of residential projects during Pelita VI (the newly begun governmental 5-year development plan). Minister of Public Housing Akbar Tandjung elaborated on several strategic steps that the government will take during Pelita VI in the area of land-usance rights and property development.

"Private groups will still continue to be given a large role," Minister Akbar Tandjung emphasized to the press after a meeting of the National Board for Housing Policy (BKPN) on March 23. This was in response to the concerns of a number of private developers about seven new government regulations (PP) that will be issued in the near future. These regulations spring from Ordinance Number 43/1992, which concerns the development of residential units.

According to Minister Akbar, out of these seven new regulations (which he is confident will be issued this April) are three that directly address development of residential projects. Specifically, one will concern ready-to-build land (Kasiba), another the preparation of a housing development site, and the third the management of ready-to-build sites.

Many developers are currently waiting for the release of the finalized regulations. Until that time arrives, there exists the possibility that a private development may not meet the new land area requirements or lack certain criteria for ready-to-build land that is to be managed by the government (BUMN). However, the regulations also make it clear

that private industry will still have independent opportunities: "Private groups can still develop and manage property in special zoned areas (Lisiba) on their own," explained the minister.

During a later conversation with reporters, Minister Akbar returned to the subject of foreigners owning homes or high-rise units in Indonesia. Because the current regulations are based on agrarian land ordinances from 1960, the government feels it is time to reexamine these laws. Many believe the decades-old rgulations no longer fit with the economic conditions of a rapidly-developing country like Indonesia.

There is some urgency in reviewing regulations concerning foreign ownership of houses—Indonesia does not want to lose out to competition from Vietnam and China,

MUSFIHIN DAHLAN

MINISTER AKBAR TANDJUNG
EXPAT'S WOULD BE ALLAWED TO BUY APARTMENTS

countries which already have strong investor incentives. Minister Akbar cautions, however, that modifying usance lands may take time. One proposal is to extend land-used rights from the current 10 years to 25 or 30 years. Other things that will be considered include insurance regulations, the ability to upgrade user status, mortgages, and allowing foreigners to by homes or high-rise units on credit.Referring specifically to high-rise units, Minister Akbar has proposed that foreigners (mainly expatriates) be allowed to own units on the sixth floor or higher. "I have already presented this idea to the relevant institutions. The reaction has been positive," he said.

Movement on user rights has been praised by developers. Explained Johanes Kenedy of Korwil Batam, developer of Batam Island, "The ideas delivered by Mr. Akbar are very realistic, without abandoning national sentiments. As things now stand, foreigners buy homes under the table by means of foreign investment companies operating in Indonesia. With these kinds of tricks, they can own homes without having to pay tax. Thus, the nation is the loser."

RESORT

New Competition In Anyer Beach

The fierce development competition in the Anyer Beach (Pantai Anyer) area is not limited to hotels and holiday resorts. In the center of this increasingly expensive and coveted beachfront area, Pudjiadi Prestige, the Mambruk Group, and Mutiara Hitam Pertiwi will each pour billions of rupiah into new development projects.

Competition for the revenue generated by the "week enders" who throng to Anyer Beach, in West Java, will become even more fierce in the coming years. This year three developers from Jakarta, Pudjiadi Prestige, Mambruk Group, and MH have both announced large-scale projects targeted for the residential/resort sector of this locale's property market. PT Pudjiadi Prestige intends to build 1500 apartment units on 8.3 ha of land at a cost of Rp. 200 billion. The development site is located next to the Anyer Beach Hometel & Resort, which is owned by PT Pudjiadi & Sons (both Pudjiadi & Sons and Pudjiadi Prestige are owned by the Jayakarta Group) and has been in operation since 1988.

Taking a different business approach, the Mambruk Group will build 65 exclusive bungalows; the development has been named "Mambruk Griya Asri". This project involves an investment of Rp. 12 billion and will be affiliated with the Mambruk Quality Resort, a four-star hotel in the Serang district.

PT MH, developer and manager of the Mutiara Carita Cottages (which opened in December, 1993), is continuing development of its Mutiara Carita Estates (MCE). MCE Stage I consists of 27 houses each built on 400-1000m² of land and was begun in January 1993. These houses are being sold for between Rp. 90 million and Rp. 300 million with great success. "Because of this, we continue with a second stage," said Cuk Sulastri, Account Manager for Mutira Carita Cottages. MCE II will entail 28 units, each built on 200-1000m² of land with a selling price of Rp. 110-300 million.

PT Pudjiadi Prestige's apartment project will be one of the largest in the Anyer area—though very popular, development of the beachfront has not yet reached the extent of Bali or Lombok. Marbella Residential Pantai Indah Anyer, as these apartments have been christened, will consist of 23 buildings, each possessing eight floors and covering 120,000 m² of land. The entirety of the project is designed around a Mediterranean architectural concept that blends Islamic, Spanish, and Greek elements. The apartments are scheduled to be completed in eight to ten years and will be built in three stages. Stage I is the development of "Marbella Residential" an apartment complex totalling 400 units. According to Kosmian Pudjiadi, Executive Director of Pudjiadi Prestige, construction will begin in the middle of this year, and promotion is already in full swing. Marbella Residential will be officially launched on April 30, Kosmian told *Properti Indonesia*. The project will incorporate the new "Strata Title" system into its marketing; new to Indonesia, this property deed system allows tenants to have full ownership of a high-rise apartment unit. Beamed Kosmian, "These buildings will be the gem of the Serang district."

A step ahead of Pudjiadi Prestige in actual development, the Mambruk Group has been marketing its Mambruk Griya Indah bungalows since February. The bungalows are priced from Rp. 200-300 million, and seventeen have already been sold. "All of the buyers have come from out of Jakarta," said Mr. Krishna Y. Stamboel, Project Director of Mambruk Sarana Interbuana. The cornerstone of the Mambruk Griya Indah project was layed on March 25 in a ceremony led by Mambruk Sarana Interbuana's president, Micky A. Hehuwat.

Through these two new projects, the Mambruk and Jayakarta groups each would like to repeat the successes they have had with their hotel resort projects in the Anyer area. Mambruk Quality Resort and the Anyer Beach Hometel & Resort are four- and three-star resorts, respectively. Both have been very successful—they consistently have the the highest occupancy rates of any development in Anyer Beach.

Both Mambruk and Pudjiadi Prestige are targeting the same two market groups for their respective projects. The first group is comprised of "weekenders" from Jakarta who come to Anyer to enjoy a few days at the beach. The large market potential from this group can be seen in the mushrooming numbers of developments along the shore, from Anyer all the way to Labuan. These developments are most commonly private vacation homes and hotels.

Places offering guest accomodations (most being resorts) in the Anyer area are almost always flooded with

ARTIST CONCEPTION OF THE MAMBRUK RESORT'S

BINERATNO

H. OMA SASMITA, SH

By chosing to build such a large number of apartments, Pudjiadi Prestige is trying to make optimal use of the remaining beachfront property it owns in Anyer. With costs so high and land so difficult to obtain, Kosmian believes that "Marbella Residential is an alternative for those who would like to own a vacation home in Anyer.

Kosmian also points to another characteristic of resort home owners in Anyer: generally, they only visit their house several times a year. In light of this, if one estimates a daily rate for time spent in Anyer, the amount is quite high. And those owners who try to rent out their property during times of non-use usually encounter many headaches and little financial return. However, buyers of apartments in Marbella Residential are in a much better financial situation. For one, the units are free of maintenance costs. In addition, every year owners receive a share of the profits from the blocks of time that they turn the unit over to Pudjiadi Prestige for leasing.

people; not suprisingly, the crowds are at their peak du-ring weekends and holidays. In addition to possessing a beach with a fantastic panorama view of Krakatoa and the Sunda Straits, another lure of Anyer Beach is its relative proximity to Jakarta. Using the Jakarta-Merak toll road, the 130 km trip from Jakarta to Anyer can be done in under three hours.

The second market group these projects are targeting is comprised of expatriates and executives working in the industrial center of Cilegon (which includes the areas of Ciwandan, Pulo Merak, and Bojonegara). There are several hundred expat-riates working in heavy industry and chemical production in Cilegon. The area is currently home to almost 130 different companies, including three state-owned corporations: PT Krakatau Steel, PT IMPI (Industri Mesin dan Perkakas Indonesia), and PT Distinks Indonesia Cements. These expatriates want international-quality housing, and that, according to Kosmian, is why one sees housing developments springing up to complement the mushrooming number of recreational facilities.

However, due to land prices it is already very difficult to develop housing units in the Anyer area, regardless if the units are designed for individual residents or commercial use. Almost all of the beachfront property has already been bought by investors from Jakarta, and land prices on Anyer Beach are around Rp. 150,000-175,000 per m^2. "At the present time, it is exceedingly difficult to find any land that is in the hands of the original inhabitants," stated H. Oma Sasmita, governor of the Serang district.

Although buyers of Marbella Residential apartments are full owners under the "Strata Title" system, they also have a binding contractual agreement with Pudjiadi Prestige. This contract states that the right to manage the apartment is given to the developer only. Pudjiadi Prestige, which also manages the Jayakarta Hotel and the Anyer Beach Hometel & Resort, will also manage and rent the Marbella Residential units. In return, every year apartment owners will receive a bonus of up to 8% of the purchase price (US$) of their unit. "They will also receive the right to spend up to five vacations of three days each at the apartment every year," explained Kosmian. Thus, the apartments are much like a flexible time-share, with added financial returns.

The Mambruk Group also offers profit-sharing to buyers of its bungalows. Owners may transfer management rights of their bungalow to the management group in charge of the Mambruk Quality Hotel. At the end of each year, Krishna Y. Stamboel told Properti Indonesia, profits from each unit will be distributed: 60% of the profits will go to the owner and 40% to Mambruk.

Owners of bungalows in Mambruk Griya Asri can also chose to manage the apartments themselves. This means that the individual has bought the unit for his or her own use and is the sole end-user. "Such end-users have the right to use any of the facilities that are part of the Mambruk Quality Resort," explained Mr. Hehuwat. These include the swimming pool, club house, beach, and tennis courts, among others. For use of all of these facilities, end-users are asked to pay a monthly maintenance fee of US$100.